

**Remarks Delivered**

**By**

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**Annual Government Briefings  
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- **THANK YOU**
- **TODAY MY THOUGHTS ARE DIVIDED AMONG MANY ISSUES**
- **ON THE ONE HAND, THIS PAST YEAR HAS BEEN ONE RICH WITH CHALLENGES, AND WITH SUCCESSES**
- **OUR WORK AROUND THE WORLD HAS BEEN REWARDING, AS IT HAS BROUGHT ANSWERS TO SO MANY PEOPLE....SO MANY FAMILIES**
- **YET, STANDING HERE, I HEAR THE WORD “SUCCESS,” AND I KNOW FOR MANY OF YOU, IT IS A WORD WHICH PRESENTLY HAS NO PLACE IN YOUR HEART**
- **FOR SO MANY OF YOU, ESPECIALLY FAMILY MEMBERS OF OUR MISSING IN ACTION, THE WORD “SUCCESS” MAY BE AN EMPTY ONE**
- **YOU WOULD SURELY ASK, HOW COULD ANYONE SPEAK OF “SUCCESS” WHEN MY LOVED ONE IS MISSING?**
- **AND I UNDERSTAND THAT**
- **I UNDERSTAND THE EMPTINESS YOU HAVE LIVED WITH FOR SO MANY YEARS**
- **THE COURAGE YOU’VE HAD TO SUMMON EVERY DAY**
- **WHILE SOME OF US IN THIS ROOM WILL NEVER KNOW THE PAIN YOU HAVE ENDURED...SOME OF US MAY**
- **MOST OF US WITH THE U. S. GOVERNMENT TEAM ONCE WORE THE UNIFORM OF OUR MILITARY SERVICE. SOME STILL DO.**

- **MANY OF US HAVE EXPERIENCED COMBAT. SOME FELL, YET OTHERS RETURNED UNHARMED, OR BEARING THE SCARS OF THEIR SERVICE**
- **TODAY AS I REPORT TO YOU ON THE STATE OF OUR WORK IT IS WITH A HEAVY HEART. I LOOK AT OUR NATION'S FLAG AND SEE THE FACES OF SO MANY COMRADES IN ARMS THAT I OWE SO MUCH**
- **I PLEDGE TO FOCUS MY ENTIRE ENERGY TO BRING THEM HOME – TO FIX OUR ACCOUNTING EFFORT**
- **I WANT TO BEGIN TODAY BY ASSURING YOU THAT THERE'S NOT ONE DAY THAT GOES BY**
- **NOT ONE HOUR....THAT EACH OF US DOES NOT REDEDICATE OURSELVES TO THIS MISSION**
- **YES, THERE ARE DAYS I RECALL WHEN THE WORDS "PROGRESS" AND "SUCCESS" JUST SEEMED TO HAVE A HOLLOW RING**
- **I HAVE STOOD WITH SOME OF YOU ON THE GRASSY SLOPES OF NEARBY ARLINGTON CEMETERY, AS TAPS ECHOED ACROSS THE HILLSIDES**
- **HILLS THAT HONOR -- IN A QUIET AND STATELY SIMPLICITY....A SOLEMN REMINDER ....THAT AMERICA OWES SO MUCH TO THOSE WHO HAVE GONE BEFORE US**
- **YET, I KNOW THAT THERE MUST BE AN END TO PAIN....TO UNCERTAINTY**

- **AND I HOPE IN SOME SMALL WAY THAT THOSE OF US IN SERVICE  
TO YOU....HAVE AT LEAST MOVED YOU CLOSER TO  
ANSWERS....AWAY FROM UNCERTAINTY**
- **IN MY TWO SHORT YEARS, WE HAVE SEEN THE ACCOUNTING OF 73  
AMERICANS FROM SOUTHEAST ASIA.**
- **73 FAMILIES WHOSE HEROES HAVE COME HOME**
- **BUT THIS WAS NO EASY ACCOMPLISHMENT**
- **AS I STAND BEFORE YOU THIS FINAL TIME, I WANT YOU TO KNOW  
THAT OUR COMMITMENT TO YOU, AND TO THE MEMORIES OF  
YOUR LOVED ONES AND YOUR FELLOW VETERANS, IS THE BEACON  
THAT ALL OF US FOLLOW**
- **THE WORK THAT WE DO SPANS THE GLOBE**
- **YOUR LOVED ONES SERVED THIS NATION....AROUND THE  
GLOBE...AND THAT'S WHERE WE MUST GO**
- **AS I SPEAK TODAY OF OUR WORK AROUND THE WORLD, KNOW  
THAT IT IS FOR YOU....AND FOR YOUR LOVED ONE**
- **LET ME FIRST SHARE WITH YOU A VISION OF WHERE I BELIEVE  
OUR MISSION WILL BE TAKING US IN THE YEARS AHEAD**
- **MANY OF YOU KNOW, DPMO WAS CREATED TO FOCUS THE  
GOVERNMENT'S WORK IN ACCOUNTING FOR YOUR LOVED ONES**
- **UNFORTUNATELY, THE GOVERNMENT'S WORK HAD BEEN  
FRAGMENTED....SPREAD OUT AMONG MANY AGENCIES**

- **THE SAD TRUTH WAS THAT IN SPITE OF THE DEDICATION OF SO MANY PEOPLE INVOLVED, THE RESULTS WERE OFTEN LESS THAN WHOLE**
- **MANY OF YOU HAVE TOLD ME OF YOUR FRUSTRATION WHEN SEEKING ANSWERS FROM THE GOVERNMENT**
- **ONE AGENCY WAS RESPONSIBLE FOR DECLASSIFYING DOCUMENTS**
- **ONE AGENCY WAS RESPONSIBLE FOR ANALYSIS AND CASE RESOLUTION**
- **ONE HAD THE UNIQUE MISSION OF WORKING TO RESOLVE WHAT ROLE RUSSIA, OR THE FORMER SOVIET UNION, MAY HAVE PLAYED IN THE FATES OF SOME OF OUR MISSING SERVICEMEN**
- **ONE AGENCY SET THE OVERALL POLICY DIRECTION FOR THE DISPARATE EFFORTS FOCUSED ON THE FULLEST POSSIBLE ACCOUNTING**
- **IN 1993, DPMO WAS CREATED**
- **IT GREW OUT OF THE FINDINGS AND RECOMMENDATIONS OF THE SENATE SELECT COMMITTEE, AND MANY OF YOU PLAYED A VERY IMPORTANT ROLE IN THOSE HEARINGS**
- **UNDER ONE ROOF, THE DEPARTMENT OF DEFENSE PULLED TOGETHER THOSE MANY, VARIED MISSIONS**
- **SOME CAME FROM THE ARMY, SOME FROM THE DEFENSE INTELLIGENCE AGENCY, SOME FROM THE DEPARTMENT OF DEFENSE POLICY CADRE**

- **BUT JUST PUTTING THOSE OFFICES UNDER ONE ROOF DIDN'T GUARANTEE MISSION ACCOMPLISHMENT**
- **MY PREDECESSOR, GENERAL JIM WOLD, HELPED SHAPE THIS ORGANIZATION. BUT TO GET A SECOND OPINION, HE INVITED THE DEPARTMENT OF DEFENSE INSPECTOR GENERAL, MANAGEMENT EVALUATION TEAM, TO CONDUCT A THOROUGH "SCRUB" OF HOW WE WERE ORGANIZED, AND WHAT WE NEEDED TO DO TO IMPROVE OUR EFFECTIVENESS**
- **AMONG THE FINDINGS OF THE INSPECTOR GENERAL TEAM WAS THAT DPMO LACKED A CLEAR, DOCUMENTED, VISION OF THE FUTURE**
- **THE MANY MISSIONS FOR WHICH WE WERE RESPONSIBLE.....WERE BEING ACCOMPLISHED**
- **BUT WHERE THIS MISSION WOULD CARRY US FIVE, TEN OR TWENTY YEARS INTO THE FUTURE....WAS NOT CLEARLY LAID OUT**
- **AND HOW WE WERE TO LEAD THE EFFORTS IN ALL CORNERS OF THE GLOBE, FOR ALL CONFLICTS, IN THE FACE OF FLATLINED OR DIMINISHING RESOURCES.....WAS A CLEAR CHALLENGE**
- **AT LEAST ONE THING WAS CLEAR**
- **WE NEED TO BE ABSOLUTELY CERTAIN WE ARE THE MOST EFFICIENT OPERATION POSSIBLE TO ENSURE THAT OUR EFFORTS ON YOUR BEHALF PROVIDE YOU THE LONG-SOUGHT ANSWERS**

- **AND YOU NEED TO BE CERTAIN THAT THERE IS NO WASTED EFFORT, OR OVERLAPPING MISSIONS AS WE ALL WORK SO CAREFULLY TOWARD OUR SACRED MISSION**
- **HOW DO WE DO THAT?**
- **THROUGH LONG-RANGE PLANNING.**
- **IT IS OFTEN SAID THAT A MAN WITHOUT A MAP WILL NEVER KNOW IF HE'S ARRIVED AT HIS DESTINATION**
- **AND OUR DESTINATION, WITH YOU, IS FAR TOO CRITICAL TO IGNORE THE IMPORTANCE OF FOCUSING ON OUR LONG-RANGE OBJECTIVES**
- **SO WE SET OUT TO BUILD SUCH A PLAN WITH YOU**
- **AND WE'RE STILL BUILDING IT**
- **IT'S A WORK IN PROGRESS**
- **ANY ORGANIZATION....ANY VIABLE ORGANIZATION....WILL NEVER SIT BACK AFTER BUILDING A PLAN, AND SAY "IT'S OVER."**
- **LONG RANGE PLANNING IS NEVER "OVER"**
- **AND IT DOES FORCE US TO LOOK AT HARD CHOICES**
- **CHOICES LIKE "WHAT IS OUR PRIMARY FOCUS?"**
- **HOW DO WE MEASURE PROGRESS?**
- **"WHAT ARE OUR REQUIREMENTS....TO CARRY OUT OUR MISSION.....?"**
- **AND HOW DO THOSE REQUIREMENTS MATCH WITH WHAT WE EXPECT OUR RESOURCES TO BE IN THE YEARS AHEAD?**

- **IT IS CLEAR, FROM EVEN OUR VERY EARLY DRAFTS OF OUR LONG-RANGE STRATEGIC PLAN, THAT THE MISSION IS LARGER THAN OUR RESOURCES**
- **ARE THERE AREAS WHERE WE CAN...AND MUST....STREAMLINE....?**
- **ARE THERE AREAS WHERE ELIMINATING OVERLAPPING MISSIONS OFFERS AN OPPORTUNITY FOR IMPROVED EFFICIENCY?**
- **ARE THERE TASKS OR MISSIONS THAT WILL CERTAINLY EVOLVE.....OR CHANGE....IN DIFFERENT PARTS OF THE WORLD?**
- **I BELIEVE THE ANSWER IS “YES”**
- **BUT THIS DOES NOT SIGNAL AN END TO OUR EFFORT**
- **I DO NOT SEE A LESSENING OF OUR MISSION REQUIREMENTS, BUT I DO SEE A NEED TO FOCUS ON HOW WE ACCOMPLISH THIS.**
- **THE MODALITY MAY CHANGE**
- **THE COMMITMENT WILL NOT**
- **I’VE SPOKEN OF “THE MISSION” SEVERAL TIMES**
- **AS YOU MAY KNOW, OUR MISSION HAS EXPANDED CONSIDERABLY SINCE DPMO WAS ESTABLISHED**
- **IN THE MISSING PERSONS ACT OF 1996, THE DEPARTMENT OF DEFENSE WAS DIRECTED BY CONGRESS TO ASSUME THE MISSION OF POLICY OVERSIGHT OF A MISSION CALLED “PERSONNEL RECOVERY”**



- **THIS MISSION, WHICH INCLUDES ESCAPE AND EVASION, COMBAT SEARCH AND RESCUE, IS A LOGICAL EXTENSION OF THE GOVERNMENT'S COMMITMENT TO THE SERVICEMAN AND WOMAN**
- **TO DO EVERYTHING HUMANLY POSSIBLE TO KEEP THAT PERSON FROM FALLING INTO HARM'S WAY**
- **BUT FAILING THAT, TO BRING TO BEAR EVERY RESOURCE OF THE NATION TO RESCUE...AND BRING THAT PERSON HOME**
- **MAKE NO MISTAKE ABOUT IT, THE COMMITMENT TO LIVE AMERICANS IS – AND WILL ALWAYS BE -- OUR NUMBER ONE PRIORITY !**
- **AS A MATTER OF PRIORITY, WE CONTINUE TO INVESTIGATE AND FOLLOW UP ON EACH LIVE SIGHTING REPORT IN AN ATTEMPT TO CONFIRM OR VERIFY THE INFORMATION**
- **SINCE 1975, WE HAVE INVESTIGATED AND ANALYZED 1,905 FIRST-HAND REPORTS**
- **ALL BUT A VERY SMALL NUMBER HAVE BEEN RESOLVED**
- **THESE INVESTIGATIONS HAVE FAILED TO FIND EVIDENCE OF AMERICANS BEING HELD AGAINST THEIR WILL IN SOUTHEAST ASIA**
- **THE MAJORITY OF THOSE REPORTS REFER TO PEOPLE OBSERVED IN 1975 OR EARLIER**
- **DPMO WILL CONTINUE TO WORK CLOSELY WITH STONY BEACH INVESTIGATORS AND OTHER AGENCIES TO ENSURE EACH REPORT RECEIVES PRIORITY ATTENTION**

- **THIS BROADENING OF THE DPMO MISSION – INTO THE PERSONNEL RECOVERY AREA -- MADE US FACE SQUARELY SOME NEW CHALLENGES**
- **HOW DO WE ACCOMPLISH BOTH MISSIONS AT THE SAME TIME, WITHOUT NEGATIVELY IMPACTING EITHER?**
- **THAT QUESTION REMAINS TO BE ANSWERED. WE HAVE TAKEN SPECIFIC ACTION AND IN SUPPORT OF THAT VISION I MENTIONED EARLIER, WE HAVE CONTRACTED WITH ANSER CORPORATION TO THOROUGHLY EVALUATE OUR MISSION REQUIREMENTS**
- **ANSER CORPORATION WAS CHOSEN AFTER A NINE-MONTH COMPETITIVE PROCESS**
- **ANSER IS A NON-PROFIT PUBLIC SERVICE RESEARCH INSTITUTION**
- **THEIR TASK....TO INVESTIGATE AND REPORT ON THE EXACT NATURE OF THE MISSION...WITH A FOCUS ON THE REQUIREMENTS FOR THE FUTURE.**
- **THE PRODUCT THEY WILL DELIVER IS CALLED THE MISSION AREA ANALYSIS – OR M A A**
- **THE M. A. A. IS A PROCESS THAT WILL HELP DPMO TO MORE EFFICIENTLY IMPLEMENT ITS BUDGET, RESOURCES AND TECHNOLOGY, AND ORGANIZE**
- **IT IS NOT...REPEAT NOT...A TOOL TO MINIMIZE THE EFFORT WE DEDICATE TO ACCOUNTING**

- **BUT IT IS A TOOL TO HELP US ANALYZE OUR MISSION, INCLUDING OUR FUTURE MISSIONS, AND TO HELP US LOOK AT IT WITH NEW PERSPECTIVES**
- **ANSER IS NOT INDEPENDENTLY CONDUCTING THE M.A.A.**
- **THEY ARE PERFORMING THE STUDY IN CONCERT WITH DPMO, BUT WE ARE MAINTAINING “HANDS OFF” WHILE ANSER ANALYZES THE DATA THEY ARE GATHERING**
- **“HANDS OFF” IS DEFINITELY THE CORRECT APPROACH IF WE EXPECT TO GET NEW PERSPECTIVES, AND A FRESH LOOK AT OUR MISSION**
- **IN THE DEVELOPMENT OF THE CONTRACT, I INSISTED THAT THEY REACH OUT TO FAMILY ORGANIZATIONS, AND THEY ARE**
- **A CONSIDERABLE AMOUNT OF EXPERTISE ON THE POW/MIA ACCOUNTING ISSUE RESTS WITHIN YOUR ORGANIZATIONS, AND WITH YOUR PEOPLE WHO HAVE BEEN INVOLVED FOR SO MANY YEARS**
- **IT ALSO RESTS WITHIN THE FIELD ORGANIZATIONS LIKE CILHI AND JTF-FA, AND OTHERS**
- **WE HAVE TAKEN ADVANTAGE OF THAT EXPERTISE AND LOOK FORWARD TO THE BENEFITS WE WILL ALL GAIN FROM THE MISSION AREA ANALYSIS**
- **ONE OF THE COMMITMENTS I MADE TO YOU MORE THAN TWO YEARS AGO WAS TO KEEP YOU INFORMED**

- **TO BE AS TRANSPARENT AS WE COULD**
- **TO KEEP PUSHING INFORMATION TO YOU, AND TO THE PUBLIC**
- **ONE OF THE AREAS WE FELT NEEDED IMPROVEMENT WAS TO GIVE YOU ACCESS TO THE GOVERNMENT'S "POLICIES"**
- **TO SOME, THESE SEEMED TO BE MYSTERIOUS, UNWRITTEN GUIDELINES THAT NO ONE OUTSIDE THE GOVERNMENT SHOULD KNOW – LET ALONE UNDERSTAND**
- **I'VE CHANGED THAT**
- **WHERE WE ONCE HAD 31 COMPLICATED POLICY GUIDANCE LETTERS, WE NOW HAVE 12 CLEAR POLICY STATEMENTS**
- **AND THERE WAS NO REASON WHATSOEVER THAT WE COULDN'T SHARE THEM WITH THE PEOPLE MOST AFFECTED BY THEM**
- **NOW YOU CAN READ THEM AT YOUR LEISURE ON OUR HOME PAGE ON THE INTERNET**
- **HARD COPY HAS BEEN SHARED WITH YOUR ORGANIZATIONAL LEADERS. AND WE HAVE ACTIVELY SOLICITED YOUR INPUT TO DEVELOP THESE POLICIES**
- **I'M ALWAYS PLEASED TO REPORT SOME OF THE THINGS WE'VE BEEN DOING IN THE PAST YEAR, JUST TO ENSURE WE'RE GETTING INFORMATION OUT TO YOU**
- **FOR EXAMPLE, DURING THE PAST YEAR, WE'VE DECLASSIFIED MORE THAN 4,400 PAGES OF INFORMATION**
- **AND WE DECLASSIFIED ANOTHER 1,100 FOR OTHER CONSUMERS**

- **WE RESPONDED TO MORE THAN 80 FREEDOM OF INFORMATION ACT INQUIRIES, PROVIDING MORE THAN 8,000 PAGES UNDER THAT LAW**
- **WE'VE MOVED APPROXIMATELY 900,000 PAGES TO THE LIBRARY OF CONGRESS SINCE 1993 SO THAT YOU AND OTHER MEMBERS OF THE PUBLIC MAY HAVE ACCESS TO THEM**
- **I KNOW THAT'S A LOT OF BEAN-COUNTING BUT IT'S A GOOD MEASURE OF HOW WELL WE'RE DOING IN MAKING MORE AND MORE OF OUR MATERIALS AVAILABLE TO YOU**
- **IN KEEPING WITH OUR COMMITMENT TO GET MORE INFORMATION DECLASSIFIED – AND TO FULFILL A REQUEST MADE IN THIS FORUM -- I HAVE TAKEN STEPS WITH THE N.S.A. DIRECTOR TO LOOK HARD AT DECLASSIFYING ABOUT 23,000 N.S.A. ORIGINATED DOCUMENTS.**
- **I AM PLEASED TO REPORT THAT HE HAS SET UP A TASK FORCE OF 35 PEOPLE TO CONDUCT THIS DECLASSIFICATION REVIEW**
- **ABOUT 2,000 PAGES ALREADY HAVE BEEN REVIEWED AND SENT TO THE NATIONAL ARCHIVES**
- **GENERAL HAYDEN ADVISES THAT THE NEXT RELEASE OF DECLASSIFIED DOCUMENTS WILL BE IN OCTOBER**
- **HE ESTIMATES THAT DECLASSIFICATION OF THE 23,000 PAGES WILL BE COMPLETED BY DECEMBER**
- **MOVING TO YET ANOTHER AREA OF CONCERN....THAT OF RESOURCING...OR FUNDING**

- **IN DPMO, WE HAVE BEEN FUNDED FOR THE FORESEEABLE FUTURE, AT THE SAME LEVELS AS IN THE PAST**
- **BUT I AM NOT SATISFIED WITH THE BUDGET PICTURE FOR THE NEXT FISCAL YEARS FOR SOME OF OUR FIELD OPERATING UNITS**
- **ALTHOUGH THEY DO NOT FALL WITHIN MY BUDGETARY CHAIN-OF-COMMAND, I AM IN A POSITION TO ADVOCATE THEIR REQUIREMENTS WITHIN THE PENTAGON**
- **I DO NOT HAVE A BLANK CHECK**
- **I DO NOT HAVE SOME SECRET STASH OF MONEY WHICH I CAN MOVE TO CILHI OR JTF-FA, OR TO ANY OTHER ORGANIZATION**
- **BUT I CAN....AND DO.....EMPHASIZE TO OUR SENIOR LEADERSHIP THAT THIS ISSUE IS FAR TOO IMPORTANT TO BE SLICED AND DICED BY THE BEAN COUNTERS**
- **BEYOND THAT, I'LL LET THE COMMANDERS OF EACH OF THOSE FIELD ORGANIZATIONS TALK TO YOU ABOUT THEIR INDIVIDUAL RESOURCES**
- **I CAN ASSURE YOU WE HAVE ADVOCATED FOR INCREASED RESOURCES TO UNIT MISSION REQUIREMENTS WORLD WIDE**
- **AND I'M PLEASED TO NOTE THAT IT APPEARS WE MAY BE NEARING A POSITIVE OUTCOME ON THE QUESTION OF RESOURCING THIS BUDGET CYCLE**
- **I WANT TO TAKE A MOMENT HERE TO THANK THOSE OF YOU WHO ADVOCATED FOR INCREASED PERSONNEL STRENGTH AT CILHI**

- **YOUR VOICES HAVE BEEN HEARD**
- **YOU ARE MAKING AN IMPACT**
- **IN THE FIELD....AROUND THE GLOBE....OUR PEOPLE ARE  
CONTINUING THEIR OUTSTANDING WORK**
- **FROM SOUTHEAST ASIA, TO NORTH KOREA, TO RUSSIA, AND ALL  
POINTS IN BETWEEN**
- **I HAVE NEVER BEEN AS PROUD AS I AM TODAY TO BE PART OF THIS  
OUTSTANDING TEAM OF PEOPLE**
- **WAIST DEEP IN THE MUD OF A RICE PADDY IN VIETNAM**
- **HANGING FROM THE EDGE OF A CLIFF IN LAOS**
- **OUR PEOPLE ARE OUT THERE....RIGHT NOW....AND THEY ARE AS  
FIERCE AS EVER IN THEIR DETERMINATION TO ACCOUNT FOR  
YOUR LOVED ONES**
- **IN LAOS, WE HAVE SCHEDULED AN OPERATIONS ASSESSMENT TO  
PUT FORTH INITIATIVES TO IMPROVE THE PACE OF OPERATIONS**
- **THESE INCLUDE RAISING THE 40-PERSON CAP**
- **PROVIDING MORE FLEXIBILITY TO CONDUCT OPERATIONS WHERE  
NEEDED....INSTEAD OF BEING HELD TO THE NORTH – SOUTH  
RESTRICTION**
- **AND TO BE ABLE TO EXTEND THE OPERATIONS IF NECESSARY**
- **ONE OF THE REASONS THE LAO CLAIM THEY ARE NOT ABLE TO BE  
RESPONSIVE TO OUR REQUESTS....IS THAT THEY NEED MORE  
ENGLISH-SPEAKING SPECIALISTS TO WORK WITH US**

- **IN PARTNERSHIP WITH THE STATE DEPARTMENT, WE HAVE INITIATED ACTIONS TO START ENGLISH LANGUAGE TRAINING FOR THE LAO DURING THE NEXT FISCAL YEAR**
- **THIS WILL HOPEFULLY ENABLE US TO INCREASE OUR TEMPO OF OPERATIONS AS WELL AS INCREASE UNILATERAL WORK**
- **I AM CONCERNED ABOUT THE CURRENT LAO POLITICAL SITUATION – BUT TO DATE – IT HAS NOT HAD SIGNIFICANT IMPACT ON OUR OPERATIONS**
- **IN CAMBODIA, I WAS FORTUNATE TO BE ABLE TO VISIT WITH OUR TROOPS ON KOH TANG, DURING THEIR WORK ON THE MAYAGUEZ INCIDENT**
- **IN THE JANUARY JOINT FIELD ACTIVITY THERE, I WAS PRESENT WHEN FORMER KHMER ROUGE MEMBERS WERE BROUGHT TO THE ISLAND AND INTERVIEWED**
- **ONE SHOWED THE INVESTIGATIVE TEAM A SPOT WHERE HE BELIEVED A LOST AMERICAN WENT DOWN**
- **I AM PROUD TO ANNOUNCE THAT THIS MORNING, I WAS NOTIFIED THAT WE HAVE IDENTIFIED THREE OF THE KOH TANG MISSING**
- **THIS MEANS THAT WE HAVE RECOVERED AND IDENTIFIED NINE OF THE 18 MISSING**
- **THIS SITE WILL BE EXCAVATED ON A FUTURE JFA**
- **I MET WITH CAMBODIAN PRIME MINISTER HUN SEN IN DECEMBER AND AGAIN IN JANUARY**



- **DURING THESE MEETINGS, I PROPOSED SENDING DPMO ARCHIVISTS TO REVIEW THE NATIONAL ARCHIVES IN PHNOM PENH**
- **HE AGREED, AND WE HAVE DONE THAT**
- **OUR ARCHIVIST SPENT PARTS OF FEBRUARY AND MARCH THERE**
- **HE GOT GREAT COOPERATION FROM OFFICIALS THERE, AS EXPECTED**
- **WHILE IN PHNOM PENH, WORKING WITH THE AMERICAN EMBASSY, HE VISITED FOUR CAMBODIAN NEWS ORGANIZATIONS**
- **OUR PURPOSE WAS TO SOLICIT INFORMATION FROM THE CAMBODIAN POPULACE**
- **SPEAKING WITH EDITORS AND REPORTERS OF THESE AGENCIES, EACH OF THEM WAS VERY RESPONSIVE IN TELLING THE STORY ABOUT OUR EFFORTS TO ACCOUNT FOR MISSING AMERICANS**
- **AND EACH PLEDGED THEY WOULD KEEP THE EMBASSY INFORMED AS THEY DEVELOPED STORIES FOR PUBLICATION**
- **WE ARE VERY HOPEFUL THAT THE CONTINUED COOPERATION WE ARE GETTING FROM THE CAMBODIAN GOVERNMENT, AND THE CAMBODIAN MEDIA, WILL PROVIDE US MORE AND MORE LEADS FOR INVESTIGATION**
- **MOVING TO VIETNAM**
- **DURING THE VISIT BY THE NATIONAL LEAGUE OF FAMILIES TO VIETNAM IN MAY OF LAST YEAR, THE VIETNAMESE WERE ASKED TO RESPOND TO A NUMBER OF ISSUES**

- **IN THE AREA OF THE RECOVERY AND TURNOVER OF REMAINS, WE WILL CONTINUE TO PRESS THEM TO OBTAIN THE ASSISTANCE OF THEIR POPULACE IN LOCATING INFORMATION THAT COULD LEAD TO THE RECOVERY OF OUR MISSING**
- **I HAVE ADVOCATED WITH THE APPROPRIATE U.S. GOVERNMENT AND VIETNAMESE OFFICIALS USE OF U.S. RECOVERY SHIPS TO SUPPORT OUR UNDERWATER RECOVERY POLICY**
- **OUR REMAINS STUDY, WHICH WE BRIEFED HERE LAST YEAR, ADDRESSED OUR ANALYSTS ASSESSMENT OF THE DEGREE TO WHICH THEY MAY HAVE HELD BACK REMAINS**
- **A SECOND AREA WAS THAT OF UNILATERAL ACTIVITIES BY THE VIETNAMESE**
- **THEY ESTABLISHED A SPECIAL RESEARCH CELL IN SEPTEMBER TO FOCUS ON THIS ASPECT OF THEIR WORK**
- **THIS CELL WILL TRAIN NEW INVESTIGATORS AND WORK TO DECREASE THE BACKLOG OF UNILATERAL INVESTIGATIVE CASES**
- **THEY ALSO AGREED TO A FORMAL UNILATERAL ACTIVITY ON EVERY FUTURE JOINT FIELD ACTIVITY**
- **AS YOU MAY KNOW, THEY HELD A SPECIAL “UNILATERAL PERIOD” LAST SEPTEMBER AND IN JANUARY EXTENDED OTHER UNILATERAL INVESTIGATIONS**
- **THE THIRD AREA OF CONCERN WAS THAT OF THE TRILATERAL PROGRAM – U.S. – VIETNAM – LAOS –**

- **IT IS WORKING. WE ARE BEGINNING TO SEE REAL PAYOFFS**
- **IN RECENT YEARS, THE VIETNAMESE HAVE INCREASED THEIR EFFORTS TO IDENTIFY VETERANS WHO SERVED IN LAOS AND MAKE THEM AVAILABLE FOR INTERVIEW BY THE LAO**
- **THEY HAVE ALSO DEMONSTRATED MUCH MORE FLEXIBILITY IN ALLOWING OUR TEAMS TO INVESTIGATE IN SENSITIVE BORDER AREAS WITH LAOS**
- **TO DATE, 37 VIETNAMESE WITNESSES HAVE TRAVELED OVER THE BORDER TO ASSIST INVESTIGATIVE TEAMS IN FINDING LOSS LOCATIONS**
- **IMPROVEMENT IN TRILATERAL WORK HAS BEEN EVIDENT**
- **TEN EXCAVATIONS HAVE BEEN SCHEDULED OR ACCOMPLISHED, WITH REMAINS BEING RECOVERED IN TWO CASES TO DATE**
- **IN ONE CASE, WE HAVE ACTUALLY COMPLETED THE IDENTIFICATION PROCESS**
- **REGARDING THE LEAGUE'S PROPOSAL FOR A FOUR PARTY CONFERENCE, ALL FOUR NATIONS AGREED THAT THERE WERE NO POLICY LEVEL ISSUES THAT REQUIRED ALL TO MEET SIMULTANEOUSLY**
- **BUT WE DID FOLLOW UP THIS CONCERN IN SEVERAL WAYS**
- **THEY AGREED THAT THERE WERE OPERATIONAL AND TECHNICAL ISSUES THAT COULD BEST BE DISCUSSED AT THE BILATERAL LEVEL**

- **WE PURSUED THIS WITH BILATERAL MEETINGS WITH CAMBODIA IN MARCH, VIETNAM IN APRIL, AND WILL MEET WITH THE LAO IN SEPTEMBER**
- **THESE MEETINGS REVIEWED WHERE WE HAVE BEEN AND THE WAY AHEAD**
- **THE FOURTH AREA OF CONCERN WAS THAT OF THE FULL UTILIZATION OF RESOURCES**
- **IN ADDITION TO THE PREVIOUSLY MENTIONED MEETINGS, WE HAVE ALSO INITIATED NEW INVESTIGATIVE MEETINGS DEVOTED SOLELY TO LKA CASES**
- **FIFTH, THE LEAGUE PRESSED THE VIETNAMESE FOR MORE RESULTS IN THE TURNOVER OF DOCUMENTS**
- **THE VIETNAMESE CONTINUE TO PROVIDE US VIETNAMESE LANGUAGE REPORTS OF RESULTS OF THEIR UNILATERAL INVESTIGATIONS**
- **THEY ADVISE US THAT THE VNOSMP CONTINUES TO SEARCH FOR FILES AND DOCUMENTS ASSOCIATED WITH MISSING AMERICANS**
- **THEY HAVE PLEDGED TO TURN THEM OVER TO THE U.S. GOVERNMENT IF FOUND**
- **THEY DO ENCOURAGE CITIZENS AND VETERANS TO TURN OVER DOCUMENTS AND INFORMATION TO PRODUCE LEADS**
- **WE HAVE SEEN THE RESULTS OF THIS EFFORT IN MAGAZINE ADS AND TELEVISION ANNOUNCEMENTS**

- **IN DECEMBER, MY DELEGATION AND I WERE ALLOWED TO VISIT THE 559 MUSEUM TO EXPLORE THE POSSIBILITY OF LEADS**
- **I WAS THE FIRST SENIOR U.S. OFFICIAL TO VISIT THIS MUSEUM, AND OUR WORKING LEVEL PEOPLE HAVE NOW ALSO BEEN GRANTED ACCESS**
- **I ASSURE YOU WE DID FOLLOW UP ON COMMITMENTS MADE TO THE LEAGUE**
- **WHERE THERE WERE DIFFERENCES, WE SOUGHT ALTERNATIVES**
- **BUT THE PROOF IS ALWAYS IN THE TASTING OF THE PUDDING**
- **THE VIETNAMESE HAVE MADE COMMITMENTS – FOLLOWED UP ON SOME – SOUGHT ALTERNATIVES TO OTHERS**
- **I STILL SEEK TANGIBLE RESULTS**
- **I KNOW WE WERE ALL VERY PLEASED TO SEE THE COVERAGE OF THE SECRETARY OF DEFENSE’S VISIT TO VIETNAM**
- **ESPECIALLY HIS VISIT TO A RECOVERY SITE**
- **HE MET WITH THE TROOPS, SAW THE WORK THEY WERE DOING**
- **AND HONORED THE MEMORY OF ALL MISSING SERVICEMEN WHEN HE SAID, “WE HAVE AN ABSOLUTE, SACRED OBLIGATION TO DO WHATEVER WE CAN TO LOOK FOR OUR MISSING IN ACTION”**
- **“WE WILL DO THAT AND NOT FAIL IN THAT EFFORT. (ENDQUOTE)**
- **AND WE WILL CONTINUE TO EMPHASIZE TO THE VIETNAMESE THAT THIS NATION WILL NOT FORGET**

- **LATER THIS SUMMER, I PLAN TO ONCE AGAIN RAISE SOME KEY ISSUES WITH MY COUNTERPARTS DURING A TRIP TO VIETNAM**
- **THE OVERALL OBJECTIVE OF MY MEETINGS WITH THEM IS TO PROMOTE INITIATIVES TO IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF OPERATIONS**
- **I'LL CONTINUE TO STRESS OUR NATION'S COMMITMENT TO THE ACCOUNTING MISSION**
- **THIS COMMITMENT WILL CONTINUE. IT WILL NOT DECREASE. IT WILL NOT FADE AWAY.**
- **THE VIETNAMESE WILL HEAR AGAIN THAT THE ACCOUNTING MISSION THOUGH VIEWED AS A SEPARATE, HUMANITARIAN EFFORT, IS ESSENTIAL FOR OUR BILATERAL RELATIONSHIP TO GROW**
- **THE POW/MIA ISSUE WILL REMAIN IN THE FOREFRONT**
- **WE'LL STRESS THE IMPORTANCE OF THEM DOING MORE UNILATERALLY**
- **THERE ARE SOME AREAS WHERE EACH OF THE SOUTHEAST ASIAN NATIONS INDIVIDUALLY HAVE THE KEY TO IMPORTANT ANSWERS**
- **NO AMOUNT OF JOINT ACTIVITIES CAN ANSWER SOME OF THE QUESTIONS. THEY ALONE MUST TAKE UNILATERAL ACTIONS TO BRING FORTH SOME OF THE INFORMATION WE NEED**
- **WE CONTINUE TO LOOK FOR COOPERATION FROM EACH NATION'S GOVERNMENT FOR ACCESS TO POSSIBLE LOSS SITES**

- **FOR ACCESS TO WITNESSES AND MORE ARCHIVAL DOCUMENTS**
- **AND FOR IMPROVED BILATERAL COMMUNICATIONS AMONG  
GOVERNMENT OFFICIALS**
- **I MENTIONED THAT WE HAVE LOOKED AT CURRENT OPERATIONS  
TO DEVELOP AN HONEST AND ACCURATE ASSESSMENT OF WHAT  
HAS BEEN ACCOMPLISHED, AND WHAT “NEXT STEPS” NEED TO BE  
TAKEN**
- **BUT EVEN THOUGH THE VIETNAMESE AND CAMBODIAN  
ASSESSMENTS ARE COMPLETED, ALL PARTIES MUST CONTINUE TO  
STRIVE TO INCREASE THE EFFECTIVENESS OF OPERATIONS**
- **IMPROVING THE EFFECTIVENESS OF OUR ENTIRE MISSION IS AN  
ABSOLUTE REQUIREMENT**
- **NO MATTER WHAT CONFLICT WE’RE WORKING, AND NO MATTER  
WHAT CORNER OF THE WORLD WE’RE WORKING**
- **FOR EXAMPLE, PURSUIT OF THE LAST KNOWN ALIVE CASES  
REMAINS A TOP PRIORITY FOR THE JOINT TEAMS**
- **YOUR INPUTS IN THIS AREA DO MAKE A DIFFERENCE**
- **YOU POINTED OUT THAT THE LKA BOARD PROCEDURES WERE NOT  
CONSISTENT**
- **WE HAVE NOW STANDARDIZED THE PROCESS WHERE ANALYSTS  
FROM DPMO AND JTF-FA NOMINATE CASES TO A PANEL OF FLAG  
OFFICERS**
- **EXTERNAL TO DPMO**

- **THEY MAKE A DETERMINATION OF FATE**
- **SINCE THE BEGINNING OF THIS PROCESS, WE HAVE FOUND  
CONVINCING EVIDENCE OF THE DEATHS OF 177 OF THE ORIGINAL  
296 INDIVIDUALS THROUGHOUT ALL OF INDOCHINA**
- **THOSE WHOSE FATE IS DETERMINED CONTINUE TO REMAIN ON  
OUR FURTHER PURSUIT LIST**
- **LET ME ADDRESS YET ANOTHER ISSUE REGARDING THE  
IMPROVEMENT OF PROCESSES....THE STREAMLINING OF OUR  
MISSION**
- **THE DEPARTMENT OF DEFENSE HAS PUBLISHED OUR DOD  
INSTRUCTION WHICH IMPLEMENTS THE COMPLEX MANDATE OF  
THE MISSING PERSONS ACT**
- **THIS IS THE RESULT OF OUR COMMITMENT TO YOU AND TO THE  
CONGRESS**
- **IT SETS OUT UNIFORM DIRECTIONS FOR CARRYING OUT ALL  
PROCEDURES ASSOCIATED WITH THE ACCOUNTING OF MISSING  
AMERICANS**
- **IT WAS FULLY COORDINATED WITH VARIOUS AGENCIES, AND YOUR  
ORGANIZATION PROVIDED INPUT**
- **WE EVEN SOUGHT TO MAKE IT “USER FRIENDLY”**
- **AND.....YOU CAN READ IT ALL ON THE INTERNET**



- **THIS DOCUMENT NOW OUTLINES PROCEDURES WHICH APPLY ACROSS THE BOARD....TO ALL CONFLICTS....NOT JUST TO SOUTHEAST ASIA**
- **AND OUR EFFORTS CONTINUE IN YET ANOTHER AREA, OFTEN NOT VISIBLE TO THE PUBLIC OR TO FAMILIES**
- **THAT AREA IS ARCHIVAL RESEARCH**
- **I'M VERY PROUD THAT OUR ARCHIVAL RESEARCHERS HAVE NOW VISITED OVER 100 U.S. AND SOME 20 FOREIGN ARCHIVAL HOLDINGS**
- **SOME OF THEM, AS YOU KNOW, HAVE BEEN IN INACCESSIBLE PLACES, LIKE NORTH KOREA**
- **AND THEY ARE BRINGING HOME INFORMATION RELATED TO MISSING AMERICANS**
- **AS I MENTIONED EARLIER, OUR RECENT VISIT TO THE NATIONAL ARCHIVES OF CAMBODIA WAS CERTAINLY A HIGH POINT IN OUR WORK THERE**
- **OUR RESEARCHER DISCOVERED ONE DOCUMENT REVEALING THAT AN AMERICAN HAD BEEN DETAINED, THEN EXECUTED, AT THE NOTORIOUS TOUL SLENG PRISON**
- **WE HAVE ALREADY CONDUCTED A JOINT FORENSIC INVESTIGATION AT THE PURPORTED BURIAL SITE, BUT THE REMAINS THERE WERE NOT AMERICAN**
- **BUT ARCHIVAL LEADS SUCH AS THESE ARE OFTEN KEY PIECES TO THE PUZZLE THAT MAY LEAD US TO RESOLUTION OF A CASE**

- **THAT'S WHY WE CONTINUE TO PRESS THE RUSSIANS FOR GREATER ACCESS TO THEIR ARCHIVES**
- **DURING MY APRIL VISIT, I EMPHASIZED TO RUSSIAN OFFICIALS THAT WHILE OUR ACCESS AT PODOLSK HAD BEEN BROADENED TO KOREAN WAR RECORDS, WE NEED TO EXPAND INTO VIETNAM-ERA DOCUMENTS AS WELL**
- **THE RUSSIANS CONFIRMED THAT THE EFFORT WOULD EXPAND**
- **THEY POINTED OUT THAT THERE IS NO REQUIREMENT TO DECLASSIFY RUSSIAN RECORDS ... AS IN THE U.S.**
- **SO THAT EVEN SPECIFIC REQUESTS ARE OFTEN DIFFICULT AND TIME-CONSUMING**
- **BUT I HAVE CONFIDENCE IN OUR RESEARCHERS AND IN OUR ABILITY TO PRESS TOWARD GREATER AND GREATER ACCESS**
- **DURING THAT SAME VISIT, I PRESENTED THE RUSSIANS WITH OUR GULAG STUDY**
- **IT WAS COMPILED FROM YEARS OF WORK BY OUR PEOPLE IN DPMO**
- **IT IS BASED ON INTERVIEWS WITH FORMER SOVIET OFFICIALS, VETERANS, AND FORMER GULAG INTERNEES, AS WELL AS DOCUMENTS WE HAVE REVIEWED IN U.S. AND RUSSIAN ARCHIVES**
- **THIS STUDY WILL BE THE BASIS FOR CONTINUED INVESTIGATION INTO THE REPORTED PRESENCE OF AMERICAN SERVICEMEN IN THE SOVIET GULAG**

- **AS ALWAYS, AS ANY SUCH DOCUMENTS ARE DISCOVERED BY OUR RESEARCHERS, THEY ARE PASSED TO FAMILY MEMBERS**
- **WE CONTINUE – AT THE HIGHEST LEVELS -- TO RAISE THIS ISSUE OF GREATER ACCESS TO RUSSIAN ARCHIVES**
- **DURING THE SECRETARY OF DEFENSE’S MEETING WITH HIS RUSSIAN COUNTERPART, HE REMINDED THE RUSSIANS OF ASSURANCES HE HAD RECEIVED LAST SEPTEMBER**
- **ASSURANCES THAT RUSSIAN ARCHIVES WOULD BE MADE MORE AVAILABLE**
- **BUT WE HAVE NOT SEEN THE PROGRESS THAT WE WERE HOPING FOR IN THIS AREA**
- **IN THIS VISIT, SECRETARY COHEN AGAIN REQUESTED ASSISTANCE IN OBTAINING ACCESS TO RUSSIAN MILITARY ARCHIVES FROM THE VIETNAM ERA, WHICH MAY CONTAIN INFORMATION ABOUT MISSING AMERICAN SERVICEMEN**
- **MUCH OF THE ARCHIVAL WORK THAT WE DO OFTEN OBTAINS DOCUMENTS THAT DO NOT RELATE TO A SPECIFICALLY-NAMED AMERICAN**
- **FOR EXAMPLE, IT MAY BE A DOCUMENT DESCRIBING HOW TWO OR THREE PRISONERS WERE MOVED FROM “POINT A” TO “POINT B”**
- **IT’S NOT AT ALL CLEAR WHO THIS DOCUMENT REFERS TO, NOR EVEN IF THE REPORT WAS ACCURATE WHEN IT WAS CREATED**

- **BUT WE STILL MAINTAIN SUCH DOCUMENTS, IN HOPES THAT SOMEHOW, SOMEDAY, THEY MAY FALL INTO PLACE AND HELP OUR RESEARCHERS AND ANALYSTS STRING TWO UNRELATED PIECES OF INFORMATION TOGETHER**
- **THE LISTING OF THOSE CLASSIFIED DOCUMENTS, AND WHAT THEY REFER TO, IS AVAILABLE IN A FILE TO FAMILY MEMBERS WHEN THEY COME IN FOR A CASE FILE REVIEW**
- **THE DOCUMENTS LISTED IN THAT GENERIC FILE MAY PERTAIN TO THE KOREAN WAR, OR THE VIETNAM WAR**
- **IN AN EFFORT TO BE MORE AND MORE TRANSPARENT TO OUR FAMILY MEMBERS, WE CREATED THIS FILE**
- **I DIRECTED LAST MONDAY THAT THE FILE, IF UNCLASSIFIED, BE MADE PUBLIC AND PLACED ON THE WEB AND MAILED TO THE LEADERS OF FAMILY ORGANIZATIONS**
- **WE ARE ALSO LOOKING TO DECLASSIFY AS MANY OF THESE DOCUMENTS AS POSSIBLE**
- **OUR ACTION WENT FAR BEYOND THE REQUIREMENTS OF THE LEGISLATION, WHICH ONLY REQUIRED THAT WE SEGREGATE SUCH REPORTS**
- **BUT I WANTED YOU TO KNOW WHAT REPORTS WE HAD, EVEN THOUGH THEY MAY STILL BE CLASSIFIED**
- **WE CONTINUE TO WORK HARD TO REACH OUT TO OUR FAMILIES**

- **ABOVE ALL OTHERS, FAMILIES HAVE MADE SACRIFICES THAT OTHERS KNOW LITTLE OR NOTHING ABOUT**
- **TO YOU, WE OWE SO MUCH**
- **AS PART OF THAT EFFORT, WE HAVE WORKED ON SEVERAL FRONTS TO MAKE MORE AND MORE INFORMATION AVAILABLE TO YOU**
- **I'VE SPOKEN OF OUR WORK TO LOCATE MORE DOCUMENTS, AND OF OUR DECLASSIFYING AND MOVING INFORMATION TO THE LIBRARY OF CONGRESS AND THE NATIONAL ARCHIVES**
- **I'VE SPOKEN OF THE STREAMLINING OF SOME PROCEDURES TO ACCOMMODATE FAMILY DESIRES ON IDENTIFICATIONS AND INTERMENT ARRANGEMENTS**
- **BUT WE CONTINUE ON ANOTHER FRONT TO MAKE GENERAL INFORMATION AVAILABLE NOT ONLY TO FAMILIES, BUT TO THE GENERAL PUBLIC AS WELL**
- **IN MY TWO YEARS, I HAVE SPOKEN TO EVERY MAJOR FAMILY OR VETERANS ORGANIZATION, SOME MANY TIMES OVER**
- **OUR STAFF SETS UP PROGRAMS FOR HIGH SCHOOL HISTORY AND CIVICS STUDENTS**
- **I AM SO PROUD OF THE YOUNGER MEMBERS OF OUR STAFF WHO HAVE REACHED OUT TO HOUSTON, TO CINCINNATI, TO NORTH CAROLINA, TO DAYTON, AND TO MANY OTHER PLACES, OFTEN ON**

**THEIR OFF-DUTY TIME, TO WORK WITH HIGH SCHOOL STUDENTS  
AND OTHER SEGMENTS OF THE PUBLIC**

- **THERE ARE DEDICATED TEACHERS OUT THERE WHO TEACH THE  
LESSONS OF THE VIETNAM WAR AND THE KOREAN WAR, IN SPITE  
OF THE SHORTCOMINGS OF SOME OF THEIR TEXTBOOKS**
- **WE CONTINUE TO WORK HARD TO TELL THE STORY THROUGH  
NATIONAL AND LOCAL MEDIA**
- **OUR PEOPLE WORK REGULARLY WITH ALL THE NATIONAL  
NETWORKS, WIRE SERVICES, NEWSPAPERS AND MAGAZINES.**
- **AND OUR STORY – YOUR STORY – CONTINUES TO BE TOLD TO A  
VERY RECEPTIVE AUDIENCE**
- **WALL STREET JOURNAL ... DISCOVERY CHANNEL ... HISTORY  
CHANNEL .... CNN ...THE TIMES OF LONDON ... AND DOZENS OF  
OTHERS**
- **THE LIST IS ALMOST ENDLESS**
- **AND WE DO THIS FOR ONE PURPOSE**
- **TO REACH OUT TO AS MANY AMERICANS AS POSSIBLE TO TELL  
THEM ABOUT THE SACRIFICES YOUR LOVED ONES HAVE MADE**
- **AND ABOUT YOUR GOVERNMENT'S COMMITMENT TO ACCOUNT  
FOR THEM ... TO BRING THEM HOME**
- **IN ANOTHER AREA OF OUTREACH, WE CONTINUE OUR MONTHLY  
FAMILY UPDATES, IN CITIES ACROSS THE COUNTRY**
- **INDIANAPOLIS...LOS ANGELES ... BIRMINGHAM ... PORTLAND...**

- **DOZENS OF OTHER CITIES WHERE WE HAVE MET WITH FAMILY MEMBERS TO SHARE WITH THEM THE MAGNITUDE OF THE EFFORT UNDERWAY AROUND THE WORLD ON THEIR BEHALF**
- **AND TO REVIEW THEIR INDIVIDUAL CASES**
- **IT IS HEARTWARMING TO MEET WITH THE CHILDREN OR GRANDCHILDREN OF OUR MISSING SERVICEMEN....TO BE ABLE TO HELP THEM LEARN MORE ABOUT THEIR LOVED ONE...AND THE SACRIFICES HE MADE**
- **SINCE I MET WITH YOU LAST YEAR, WE HAVE VISITED ELEVEN SUCH CITIES, REACHED MORE THAN 800 FAMILY MEMBERS REPRESENTING MORE THAN 350 CASES**
- **AND THE SERVICES CONTINUE THEIR EFFORTS TO REACH OUT TO FAMILIES**
- **WE'RE GETTING LOTS OF HELP FROM THE MEDIA AND FROM THE STATE OFFICES OF VETERANS AFFAIRS....AS WELL AS FROM VETERANS ORGANIZATIONS**
- **OUR OUTREACH HAS ALSO TAKEN ADVANTAGE OF ADVANCING TECHNOLOGY**
- **SEEMS THAT EVERYWHERE YOU TURN TODAY, SOMEONE'S TALKING ABOUT THE VIRTUES OF THE INTERNET**
- **WE HAVE SOME VERY TALENTED PEOPLE WHO HAVE HELPED US TAP INTO THIS VERY POWERFUL COMMUNICATIONS MEDIUM**

- SEVERAL YEARS AGO, WE CREATED A HOME PAGE ON THE INTERNET
- AN ELECTRONIC LIBRARY WHERE YOU COULD GO AND READ ABOUT THE WORLDWIDE ACTIVITIES OF ACCOUNTING FOR MISSING AMERICANS
- EVEN IF YOU DON'T HAVE A COMPUTER, YOU CAN GO TO YOUR LOCAL LIBRARY TO SEE WHAT THIS NEW TECHNOLOGY IS ALL ABOUT
- MOST OF THEM HAVE COMPUTERS FOR YOUR INTERNET ACCESS
- JUST TO JUDGE OUR EFFECTIVENESS IN OUTREACH, WE TRACK HOW MANY PEOPLE WEEKLY VISIT OUR WEB SITE, AND ACTUALLY DOWNLOAD INDIVIDUAL PAGES
- JUST TWO YEARS AGO, WE WERE GETTING ABOUT 2,000 "HITS" – OR REQUESTS FOR PAGES – PER WEEK
- JUST A FEW WEEKS AGO, WE BROKE THROUGH THE 46,000 PAGE PLATEAU
- WELL, EVEN THAT NUMBER IS HISTORY
- I SEE NOW WHERE MORE THAN 62,000 PAGES HAVE BEEN DOWNLOADED IN A GIVEN WEEK !
- THAT'S MORE THAN A DRY STATISTIC
- THAT REPRESENTS SOMEONE OUT THERE, INTERESTED ENOUGH IN POW/MIA ACCOUNTING ... TO COPY MORE THAN 62,000 PAGES A WEEK, AND TAKE THEM HOME



- **WE HAVE POSTED ON OUR WEBSITE ALL OUR POLICIES, THOSE MYSTERIOUS UTTERANCES OF GOVERNMENT WHICH QUICKLY LOSE THEIR MYSTERY WHEN THE PUBLIC BEGINS TO READ THEM**
- **WE HAVE FINALLY POSTED ALL THREE DATABASES RELATED TO THE VIETNAM WAR, THE KOREAN WAR, AND THE COLD WAR**
- **YOU CAN NOW REVIEW THE SAME LISTINGS OUR ANALYSTS USE IN THEIR DAILY WORK**
- **YOU CAN FIND THOSE MISSING AMERICANS SORTED BY CONFLICT, BY MILITARY SERVICE, BY STATE**
- **IF YOU'RE A FORMER POW -- YOU'LL SEE HOW YOU CAN APPLY FOR THE POW MEDAL**
- **YOU'LL SEE THE ANNUAL REPORTS FROM DPMO**
- **YOU'LL READ REPORTS THAT OUR STAFF FROM THE JOINT COMMISSION SUPPORT DIRECTORATE HAVE ASSEMBLED ON THEIR WORK**
- **YOU'LL SEE THE REMAINS STUDY, THE SAME DOCUMENT WE RELEASED IN HARD COPY, THIS TIME LAST YEAR**
- **AND AMONG THE THOUSANDS OF PAGES OF OTHER DOCUMENTS POSTED.... YOU CAN ALSO FIND A COPY OF THE POSTER FOR THE NATIONAL POW/MIA RECOGNITION DAY....BOTH LAST YEAR'S AND THIS YEAR'S**
- **ALL IN AN EFFORT TO MAKE MORE INFORMATION AVAILABLE TO YOU IN A WAY THAT MEETS YOUR NEEDS**

- **EACH OF YOU HAS PLAYED A ROLE OVER THE YEARS IN SHAPING THE POLICY OF THE U.S. GOVERNMENT ON THE ACCOUNTING FOR MISSING AMERICANS**
- **SOME OF YOU SUFFERED THE PAIN OF LOSS IN SILENT WAYS**
- **OTHERS SPOKE OUT, EVEN WHEN YOU WERE ASKED NOT TO**
- **SOME GOVERNMENT OFFICIALS FELT THAT SPEAKING ABOUT PRISONERS, OR ABOUT MIAS, MIGHT ENDANGER THOSE STILL HELD CAPTIVE**
- **SOME FAMILY MEMBERS FELT THAT PUBLIC AWARENESS, AND PUBLIC SCRUTINY, WOULD OFFER THE GREATEST MEASURE OF SAFETY FOR MISSING AMERICANS**
- **YOU HAVE CHANGED YOUR GOVERNMENT'S DIRECTION**
- **YOU PRESSED FOR OPEN DIALOGUE, AND THANKS TO YOU, WE ALL NOW WORK TOWARD THE SAME GOAL**
- **ACCOUNTING FOR YOUR LOVED ONES**
- **WE MAY OCCASIONALLY DEBATE THE PRECISE WAY IN HOW WE DO BUSINESS**
- **WE MAY EVEN DISAGREE ON PROCESSES**
- **BUT OUR GOAL IS CLEARLY THE SAME AS YOURS**
- **THE LEGACY OF YOUR WORK HONORS THE NAME AND THE MEMORY OF YOUR LOVED ONES**
- **MANY OF YOU HAVE SERVED AS LEADERS, AND BOARD MEMBERS OF FAMILY AND VETERANS ORGANIZATIONS**

- **YOUR LEGACY IS AN INSPIRATION TO THOSE OF US IN THE GOVERNMENT WHO CARRY ON THIS WORK**
- **I HAVE THE GREATEST PERSONAL ADMIRATION AND RESPECT FOR THOSE OF YOU WHO HAVE SET THIS COURSE**
- **THIS HONORABLE COURSE ... THIS COURSE THAT WILL CARRY OUR NATION'S COMMITMENT THROUGH THE NEW CENTURY AND BEYOND.**
- **AS YOU HEARD OUR PRESIDENT LAST MONTH AT ARLINGTON NATIONAL CEMETERY...**
- **HE SPOKE OF SACRIFICE**
- **QUOTE....TO THOSE OUR DEPARTED VETERANS LEFT BEHIND – THE YOUNG WOMEN WHO HAD TO CANCEL A WEDDING...YOUNG MOTHERS WHO RAISED THEIR CHILDREN ALONE ... MOTHERS AND FATHERS WHO FACED PERHAPS LIFE'S GREATEST HEARTBREAK.**
- **...I RENEW OUR NATION'S ENDURING PLEDGE....THE UNITED STATES WILL ALWAYS HONOR AND NEVER FORSAKE ITS FALLEN HEROES. WE WILL NOT ABANDON THEIR FAMILIES. AND WHEREVER IT TAKES , AS LONG AS IT TAKES, WE WILL KEEP OUR COMMITMENT TO SEEK THE FULLEST POSSIBLE ACCOUNTING...UNQUOTE.**
- **SO TO EACH AND EVERY FAMILY MEMBER ... TO EACH OF YOU WHO LOVES AMERICA AND THE PEOPLE WHO HAVE SACRIFICED SO MUCH FOR LOVE OF COUNTRY.... I THANK YOU FOR THE**

**OPPORTUNITY TO HAVE SERVED YOU IN THIS IMPORTANT OFFICE  
AND I RENEW MY PLEDGE TO YOU TO CONTINUE TO ADVOCATE  
FOR THE FULLEST POSSIBLE ACCOUNTING IN ANY FUTURE  
CAPACITY THAT I MAY SERVE THIS GREAT NATION.**